

## ATO Leaders Focus on Scorecard

**Aug. 15** - The need for managers to take more hands-on responsibility in moving the ATO forward in meeting its goals was a major theme as the second annual ATO Leadership Summit continued in Washington, D.C.

The summit's jam-packed second day began with attendees having the opportunity to take in the daily 7:30 a.m. ops briefing.

ATO Chief Operating Officer Russ Chew and the nine vice presidents took public their early morning conference that reviews the previous day's operations and the current day's outlook.

Vice President of Terminal Services Bruce Johnson noted that while his unit is on pace to reach current goals in reducing operational errors, he cautioned that the service unit has to focus to meet its high expectations. "So try not to be the manager that has one [an OE] between now and then," he warned, with half-serious menace.

"But if you do, don't forget to report it," cautioned Chew, while laughing.

Chew used the opportunity at the ops briefing to touch upon one of the themes of this year's summit.

Rather than resigning themselves to falling below performance goals when bad weather affects operations, Chew implored the assembled ATO leaders to strive for the best on the good days. "Somewhere in the country, there's bad weather," he said. "But that means there's good weather somewhere, and what keeps our averages up is how well you do on the good days."

### EXECUTIVE COUNCIL SPEAKS

After the ops briefing, the vice presidents changed hats to become the Executive Council and gave a two-hour presentation on the Strategic Management Process.

Chew explained the motivation behind the SMP. "If you don't have a scorecard," he

said, "it's like having a puzzle with 10,000 pieces and no picture to guide you." And that kind of situation, he said, leads to stovepipe solutions, because each piece only knows itself.

"The scorecard puts a picture on the puzzle," Chew said. Once you have the picture, the pieces may not line up the way you thought they would. A remote NAVAID outage may not seem like an integral problem, he said by way of example, but with the scorecard, you see how it fits into the big picture.

Displaying the SMP, he told the audience that "The key is not whether you can find yourself on the chart; the key is whether you can find where what you do moves a metric on the chart."

Chew again took an opportunity to highlight a theme of the event. "Leadership is about taking responsibility — it has nothing to do with control," he said. He told the managers that they should seek influence rather than control to make the organization better.

The SMP will lead to a more stable future for the ATO even after he and FAA Administrator Marion Blakey leave the organization, Chew stressed.

### CRANDALL ADDRESSES SUMMIT

After attendees participated in breakout sessions on Managing Costs to Improve Value, they heard from lunch speaker Robert Crandall, former CEO and chairman of American Airlines. "A healthy aviation system is essential to the U.S. economy," he said. "Someone has to make it happen, and among the someones are those of you who manage the ATO."

Crandall went on to discuss the ever-increasing demand on the aviation system — one that could reach one billion travelers yearly by 2015. "As you all know, keeping increased capacity aloft depends on the development of an entirely new air traffic management system."



Photo: FAA

**FACES IN THE CROWD** ATO leaders listen to the morning ops briefing at the ATO Leadership Summit.

## ATO Names Training and Leadership Directors

**July 20** - James Washington, the Air Traffic Organization's vice president for acquisition and business services, has announced the recent appointments of two new directors to guide the organization's training and development. New to the FAA, Jim Trinka will serve as the director of technical training and development. Cindy Roache is our new director of leadership and professional development.

Trinka comes to the ATO after working as the FBI's assistant director of training and development. In that role he managed the FBI Academy for special agents, the National Academy for senior law enforcement personnel, the Center for Intelligence Training, and the Leadership Development Institute. Before his time with the FBI, Trinka was the director of leadership and organizational effectiveness at the IRS.

## New Service Area Restructuring FAQs Now Online

**Aug. 8** - The transition to service centers marks the beginning of a long-awaited transformation in the way the ATO delivers its services. For the latest questions and answers about the restructuring, visit ATO Online. There you will find the answers to frequently asked questions from employees who attended the Service Center Managers briefings held in June.

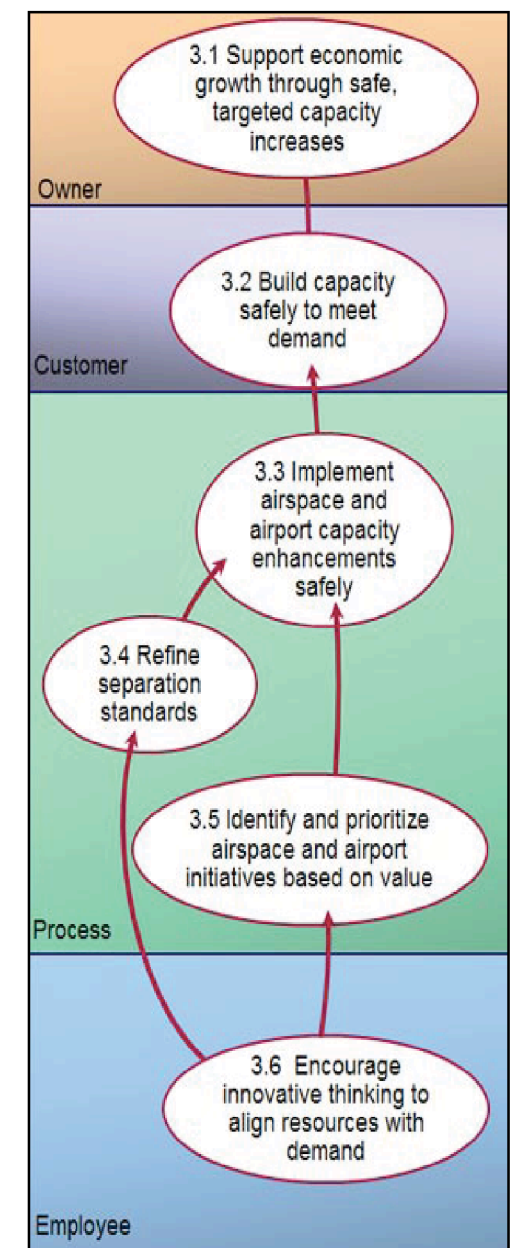
*Why is this restructuring necessary?*

Given the new directions in the aviation industry and the pressures on the federal budget, the ATO does not have the fiscal resources to sustain staffs providing duplicative administrative and support functions for nine service area offices in each of the nine regional offices. Organizations in the private sector have been forced to become more efficient out of survival, and now the ATO must do the same. For the past several years, due to budget-driven attrition, we have not been able to fill behind the support employees who have retired, resigned or acquired other jobs. As a result, in some service areas we have lost over half of our support staff.

## ATO Strategy Map

### Pathway Three

### Increase Capacity Where Needed



“Living the  
Vision”

# ATO LEADERS REPORT

| [ipm.faa.gov/leaders](http://ipm.faa.gov/leaders) |

## Useful Talking Points

Over 70 percent of air traffic delays are caused by weather.

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## JPDO Showcases the Next Generation Air Transportation System on Capitol Hill

The future of air transport got a big showcase on Capitol Hill recently. On June 28, representatives from the Joint Planning and Development Office featured the Next Generation Air Transportation System in the halls of the nation's capitol. The event featured such speakers as FAA Administrator Marion Blakey and Norman Mineta, in one of his last public appearances as Secretary of Transportation.

NGATS, a congressionally mandated initiative, seeks to advance the current airspace system so it can handle the increase in air traffic in the coming years. NGATS showcases evolving ideas that will, in Secretary Mineta's words, move the nation's airspace "from single lane roads in the sky to multi-lane highways – only this time it's going to be done with technology instead of asphalt."

NGATS pulls together four cabinet-level departments; Transportation, Commerce, Defense and Homeland Security, plus NASA and FAA. The event featured displays by the various agencies, of which eight key capabilities missing from today's air traffic control system will play a major role in the future: Network Enabled Information Access; Performance-Based Services; Weather Assimilated Into Decision Making; Layered, Adaptive Security; Broad-Area Precision Navigation; Airport-Trajectory Based Operation; Equivalent-Visual Operations; and Super Density Operations.

Mineta said the NGATS initiatives will meet the pending demands of a billion passengers a year traveling on a system expected to triple in size by 2025 and meet the security demands of the post-9/11 world by, "mustering all available resources to take advantage of this huge digital environment."

The FAA showed real time signals aircraft equipped with Automatic Dependent

Surveillance-Broadcast. ADS-B provides pilots with more details on weather and other plane locations than current conventional means. NASA's display focused the agency's technology planning tools for analyzing advanced concepts for airspace and operations.

At the event, Administrator Blakey stressed that we must undertake the next generation system to meet tomorrow's needs, and announced that a detailed technical description of how the entire system will work will be ready by the end of this summer.

"We're working very hard with our industry partners through the NGATS Institute about what the airspace and the air traffic control system of the future are going to look like," Blakey said. "It is a huge endeavor, and our industry partners are carrying an enormous part of the load."

The administrator discussed an ADS-B system already in place in Alaska, where she said the accident rate had dropped 49 percent as a result. She revealed that \$80 million had been budgeted for ADS-B in FY 2007; that United Parcel Service had implemented its own ADB-S, and that countries including China, Indonesia and France are interested in its development.

To anyone not already convinced of how critical it will be to make NGATS a reality, the FAA administrator asserted the assembled displays may well provide them with "an epiphany." She announced that in March 2007 the FAA will begin accepting bids on "building the airspace of the future," and that contracts will begin to be awarded by the following July.

This story originally appeared in the Leaders Report on July 11, 2006.



CRANDALL AND CHEW Robert Crandall accepts a plaque marking his address at the ATO Leadership Summit. Photo: FAA

## Fire Detection Tests Improve

Operations Planning Research and Development's Dave Blake is the author of a more refined way to test airplane fire detection systems. His research defined a fire source in terms of heat release rate, mass loss rate, and smoke and gas species production rates. He then devised safe ways to simulate different types of fires to test detection systems.

"Development of a Standardized Fire Source for Aircraft Cargo Compartment Fire Detection Systems" discusses how the

fire source is used in a computational fluid dynamics model to predict the transport of smoke, gases and heat throughout a cargo compartment. The report also documents the amount of smoke that would be detectable in various size cargo compartments, and how aircraft smoke detectors are now being used to react to the simulated smoldering and flaming fires.

This story originally appeared in the Leaders Report on July 11, 2006.

## Former Airline Head Shares Leadership Ideas with ATO Managers

At the 2006 ATO Leadership Summit yesterday, Robert Crandall, former chairman and CEO of American Airlines, shared a set of ideas that American Airlines used to change the mindset of its nearly 100,000 employees in the wake of airline deregulation. The "Nine Points of American Leadership" encapsulated the behavioral model the airline's leadership wanted its managers to adopt. Crandall offered these points as an example of the attitudes that ATO managers could adopt to help their staff transition to the new realities of the ATO -- in other words, to help them live the vision.

### One

Be willing to listen. Create a high level of mutual trust by demonstrating a genuine concern for your staff and respond to information about a problem by solving it.

### Two

Build people up whenever possible make a real effort to reward those whose creativity and innovation make the organization better.

### Three

Behave in a way that will earn respect. People will measure a leader by what he or she does, not what he or she says.

### Four

Set high standards of performance, with the emphasis on performance rather than effort. Customers want results and don't care much about effort.

### Five

Remember that the spirit of a rule is more important than its letter. The energy and enthusiasm of people is the core asset of every organization.

### Six

Give everyone in the organization a clear understanding of the mission. Everyone has to understand the plan and the rationale behind it.

### Seven

Use common sense in solving every problem -- remember rule five!

### Eight

Those who lead must have a burning desire to win and a sense of competitive anger about losing.

### Nine

Find a way to create high morale -- make people feel good about themselves.

## Know Your ATO

Can you name this facility?



Yesterday's answer: Napa Valley Tower.